



*The Belmont Village Specific Plan provides for the Village a comprehensive framework and set of policies. Achieving the goals of the Plan will require action by developers and property owners, as well as action by the City in its various roles as regulator, property owner, and potential source of implementation funds. Actions by the City may include identification of development opportunities, ensuring development goals are consistent with the General Plan and Zoning Ordinance, execution of appropriate regulatory measures, and public agency participation where necessary in the funding of infrastructure improvements that complement development that contributes to achievement of Specific Plan goals.*

This chapter describes many of the actions that will be required for effective implementation of the Plan, and contains details on the following action requirements:

- Establishment of consistency between the General Plan and Zoning Ordinance
- Identification of funding strategies for infrastructure and public improvements that complement near term development opportunities
- Identification of funding strategies to achieve near term Specific Plan goals
- Identification of ongoing implementation measures to achieve plan goals
- Identification of long term (i.e., post 2025) development opportunities, infrastructure, and public improvements that will implement plan goals



*The General Plan Land Use Element aims to enhance the commercial, residential, and cultural uses within the Planning Area.*

## 7.1 GENERAL PLAN AND ZONING ORDINANCE CONSISTENCY

### GENERAL PLAN

The Belmont Village Specific Plan was prepared concurrently with the City's General Plan update. As a result, the Specific Plan land use framework and buildout are reflected in the General Plan. The General Plan provides an overall policy framework for Belmont Village, and the Specific Plan provides detailed policy guidance, zoning, and implementation measures. The Specific Plan is consistent with the General Plan and helps to implement its goals and policies: establishing guidelines and standards to create a mixed-use, walkable town center; describing community facilities and open space needs as a result of new growth; providing detailed streetscape, development, and design standards and guidelines; improving public safety through design and activity; and providing a funding strategy to ensure that these improvements can be made.

A number of goals, policies, and actions in the General Plan refer to the Belmont Village Specific Plan because it is the primary site of anticipated growth in Belmont. Below is a comprehensive list, sorted by General Plan Element, of the specific General Plan goals, policies, or actions that will be implemented by the Belmont Village Specific Plan through its detailed policy and implementation guidance.

## General Plan Land Use Element

**GOAL 2.5 Enhance the Belmont Village PDA and develop a distinct identity for the area as Belmont’s vibrant town center** for residents and visitors with commercial, residential, dining, civic, cultural, and entertainment activities.

- Policy 2.5-1** Foster a variety of uses and activities in the Belmont Village PDA, including residential, commercial, office, restaurants, and specialty retail shops, to attract residents and visitors from across the region by creating a lively, interesting, social environment.
- Policy 2.5-2** Seek an increased presence of both residents and activity in Belmont Village with new development, including residential as part of mixed-use development, as well as commercial, entertainment, and cultural uses that serve both residents and visitors.
- Policy 2.5-3** Implement the Belmont Village Specific Plan as the guide for land use planning, zoning, design, streetscape, and public improvements in the Belmont Village PDA.
- Policy 2.5-4** Support the upgrade of existing establishments through façade and streetscape improvements, upgraded public and private landscaping, and aesthetically upgraded signage and way-finding. Allow and promote outdoor dining, sidewalk cafes, and limited outdoor displays of merchandise to enliven street-level activity where appropriate.
- Policy 2.5-5** In accordance with the Belmont Village Specific Plan, provide incentives for infill development and redevelopment and adaptive reuse and restoration of existing buildings where appropriate in Belmont Village.
- Policy 2.5-6** Enhance walkability and pedestrian orientation of the Village to create an identity, improve the atmosphere, and improve access to and utilization of transit, in accordance with the Belmont Village Specific Plan. *See also Policies in the Circulation Element.*

- Policy 2.5-7** Improve and enhance Belmont Village’s physical image and desirability as a place to invest, through public investments in infrastructure, parking, streetscapes, and public spaces.
- Policy 2.5-8** Support revitalization of the Belmont Village PDA by developing and implementing programs, policies, and financing mechanisms to spur local investment and foot traffic, and strive to increase private and public revenues in the Village through partnerships with property owners, businesses, and other stakeholders, such as business organizations, local non-profit organizations, and residents. *See also Policies in Section 2.4, Economic Opportunity.*
- Policy 2.5-9** Create a clear vision for use of City-owned parcels, especially in the Belmont Village PDA, and utilize these sites as catalyst projects for the surrounding area, with potential development programs grounded in financial feasibility, good design and compatibility, and community desires.

**GOAL 2.19 Realize the community’s vision for the Belmont Village PDA** as a vibrant, successful, engaging town center, with opportunities for residents to live, shop, work, and play.

- Policy 2.19-1** Adopt and implement the Belmont Village Specific Plan as the guiding document for growth and development in this area. The Specific Plan should:
- Create a clear and compelling vision and implementation program for the Belmont Village PDA;
  - Refine the types and mix of uses allowed in the Belmont Village PDA, including housing and specific commercial uses, to align with the community’s vision for the Village and market demand;
  - Define multiple sub-districts within the Belmont Village PDA that allocate and mix uses appropriately;
  - Establish development and design standards for the Belmont Village PDA that provide specific and clear guidance to accommodate development that is compatible with the vision;

- Maintain and enhance the visual quality and character of the area; and,
- Supersede and replace the 1990 Downtown Specific Plan.

- Policy 2.19-2** Actively invest in infrastructure and engage with property owners, developers, and business owners to encourage the revitalization of the Belmont Village PDA as a walkable, connected, and vibrant town center.
- Policy 2.19-3** Encourage strategic land assembly and infrastructure improvements to provide sites adequate in size and at appropriate locations to facilitate development in the Belmont Village PDA.
- Policy 2.19-4** Create and implement incentives to encourage development and redevelopment in the Belmont Village PDA that supports the vision for the area. Incentives may include increased floor area ratios; reduced or deferred impact fees; reduced parking requirements; and priority processing.
- Policy 2.19-5** Require pedestrian-oriented amenities, such as small plazas, outdoor seating, public art, and active street frontages, where appropriate and justified in the Village to create engaging pedestrian environments in the downtown.
- Policy 2.19-6** Develop a shared parking district strategy and transportation demand management program for the Belmont Village PDA. *See also Policy 3.8-1 in the Circulation Element.*





*The General Plan Circulation Element supports the implementation of Complete Streets in and around Belmont Village.*

## General Plan Circulation Element

### Policy 3.1-3

Understand the unique needs for connectivity between neighborhoods and implement various strategies to promote Complete Streets in and between all neighborhoods.

**Action 3.1-3a** Implement improvements from the Belmont Village Specific Plan.

**Action 3.1-3d** Implement recommendations from the Grand Boulevard Initiative along El Camino Real within city limits. Within the Belmont Village PDA, implement the Belmont Village Specific Plan strategies for El Camino Real.

### Policy 3.4-1

Maintain and improve existing transportation facilities to ensure safety and reasonable convenience of use. Additional facilities shall be limited to local access roadways for improved connectivity only in areas of dense development, such as the Belmont Village PDA.

### Policy 3.5-4

Design sidewalks to comply with requirements set in the Belmont Village Specific Plan within the plan area.

### Policy 3.5-13

Support additional pedestrian and bicycle crossings across the railroad tracks in Belmont to enhance connectivity.

**Action 3.5-13a** Pursue creation of an additional pedestrian and bicycle underpass of the railroad tracks at O'Neill Avenue. *See Policy 3.2-25 in the Mobility chapter of the Belmont Village Specific Plan.*

### Policy 3.8-1

Proactively manage parking in Carlmont Village and the Belmont Village PDA using innovative parking techniques, implementing effective TDM programs to reduce parking demand, supporting shared parking and innovative pricing policies, and considering other means to efficiently manage parking supply and demand.

**Action 3.8-1a** Implement the parking strategies and regulations identified in the Belmont Village Specific Plan for the Belmont Village PDA.

### Policy 3.8-2

Ensure that adequate and convenient loading and unloading zones are provided in the Belmont Village PDA to serve pedestrians, transit, and deliveries.



*The General Plan aims to create more parks, recreation, and open space facilities to meet the growing population's needs.*

## General Plan Parks, Recreation, and Open Space Element

**Policy 4.1-2** Strive to achieve and maintain a citywide standard of at least 5.0 acres of mini, neighborhood, and community parks per 1,000 residents, targeting a breakdown of 3.0 acres/1,000 residents for community parks and 2.0 acres/1,000 residents for neighborhood parks.

**Action 4.1-2d** Develop a pilot program for “parklets” or “pop-up parks” to create small but functional public open spaces in street parking spaces or other underutilized places in the public right of way. *Refer to the Belmont Village Specific Plan for potential appropriate locations in the Village area.*

## General Plan Noise Element

**Policy 7.1-4** Exclude residential and noise-sensitive uses located in the Belmont Village PDA from outdoor noise standards in Table 7-2, where it is determined that application of noise mitigation measures will be detrimental to the realization of the General Plan's goals and policies to realize a vibrant activity center in the Village.



*The General Plan Noise Element addresses excessive noise sources and mitigation measures.*

## ZONING ORDINANCE

While the General Plan establishes a policy framework, the Zoning Ordinance prescribes standards, rules, and procedures for development. The Zoning Ordinance translates plan policies into specific use regulations, development standards, and performance criteria that govern development on individual properties. The Specific Plan provides regulations for new and modified land use districts and overlays, use and development standards, and density and intensity limits, consistent with the Plan's land use classifications and development standards included in Section 2.4: Land Use Designations and Section 4.3: Development Standards. These standards, as well as additional regulations related to use and development permitting that are reflected in the Zoning Ordinance, are included in this Specific Plan as Appendix A. The City must also bring the Citywide Zoning Map into conformance with the Plan.

## 7.2 IMPLEMENTATION FUNDING SOURCES AND TIMEFRAME PRIORITIES

Implementation of the Belmont Village Specific Plan will require action by several different departments within the City, including Administrative Services (which includes the City Manager, City Attorney, and Finance Department), Community Development, Public Works, Parks and Recreation, Fire, and Police. Ultimately, much of the look and feel of the Planning Area will be determined by the architecture, landscaping, layout, and maintenance of individual developments, as prescribed by the design standards and guidelines articulated in Chapter 4. However, the City must take the lead in coordinating the needed area-wide actions that will enable complete implementation of the Plan and its vision.

In order to successfully implement the Belmont Village Specific Plan, necessary public improvements will need to be funded and constructed in a timely fashion consistent with future development in the Planning Area. Phasing of improvements and projects will be based on development cost, market factors, and available financing. Many of the infrastructure improvements will be contingent on the need created by new development and will happen concurrently with new development.



## NEAR TERM DEVELOPMENT OPPORTUNITIES

At the time of publication, sites with the highest potential for development within five to ten years are in the heart of the Belmont Village Core, between Ralston Avenue and O'Neill Street on the existing Fifth Avenue as well as its planned extension. Other near term opportunities include sites on El Camino Real at the south end of the Belmont Village Core, on Old County Road northeast of the Caltrain station, at the intersection of O'Neill and Karen Streets, and on El Camino Real on either side of Hill Street.

## POTENTIAL FUNDING & FINANCING SOURCES

Table 7-1 provides an overview of the most common sources potentially available to fund the costs of necessary public improvements identified in the Specific Plan. Table 7-2 provides the funding and financing sources with the highest potential.

As much as possible, it is generally preferable to fund public improvement costs on a “pay-as-you-go” basis, meaning improvements are built as funding sources become available. However, since some key funding sources are generated by private development itself, for which some infrastructure construction may be a prerequisite, it is possible that some form of debt financing will be needed to generate the significant upfront funding in a timely fashion.

Mello Roos CFD financing, for example, has property owners pay an annual assessment as part of their property taxes, the funds from which can then be used to repay bonds that are sold to pay for upfront infrastructure costs. In this case, the source of funding is the property owners through payment of assessments, and the bonds are the source of financing. It is noted, however, that because the amount of bonds that can be supported is dependent upon loan-to-value ratios, it is sometimes necessary for developers to provide advance funding for the public improvements, and then be reimbursed from CFD bond proceeds when additional property value has been created from private development on the parcels.

**Table 7-1: Overview of Potential Funding and Financing Sources**

Source	Source Description	Implementation Considerations
Mello Roos Community Facilities District Financing (CFD)	A land secured financing mechanism used to generate a long term funding source for needed public facilities. Funds are collected via an assessment on all properties within the district. Funds can be used for both construction as well as ongoing maintenance.	Generally requires agreement of two-thirds of the property owners or registered voters to form the CFD.
Landscaping & Lighting District (LLD)	A funding source for ongoing operational and maintenance costs of various public facilities.	Requires agreement of a majority of property owners to participate in the LLD. Assessments must be benefit-based.
Developer Contributions	Developers may directly fund the construction of public improvements that need to be built as a pre-condition of constructing their private projects or as a community benefit in exchange for increased densities or other building concessions.	
Reimbursement Agreements	If oversizing of infrastructure is required, reimbursement agreements can be put in place so that there is a mechanism for early developers to be reimbursed a fair share of the costs from developers of future projects.	The need to oversize infrastructure will depend upon the extent to which infrastructure can be phased. Ideally, oversizing of infrastructure will not be necessary.
Business Improvement District (BID)	Assessments to provide for marketing, promotion, special events, security, and additional maintenance costs of a commercial district.	Subject to approval by affected commercial property owners and/or business owners.
Enhanced Infrastructure Financing District (EIFD)	Used to finance the construction or rehabilitation of a wide variety of public infrastructure and private facilities.	Prior to approving a plan, the legislative body shall hold a public hearing with ample notice provisions to provide an opportunity for comments from landowners within the district, taxing agencies, and members of the public. Upon adoption, the plan is transferred to the Public Financing Authority for implementation.
City Development Impact Fees	Fee revenue generated from new development projects to mitigate impacts. Can be from both existing impact fees as well as newly adopted impact fees. The city of Belmont currently has a Park impact fee and Park in-lieu fee.	New impact fees will require a nexus study consistent with the Mitigation Fee Act (Government Code Section 66000). Fees cannot be used to correct existing deficiencies.
Government Grants	Grants available through federal, state, and regional programs. Examples include the second round of MTC's One Bay Area (OBAG) grant program for roadway and other traffic improvements and AB 32 Cap and Trade Auction Funds. The latter program will reserve funds specifically for affordable housing projects and sustainable community development projects such as TOD.	Government grant programs are competitive and therefore difficult to rely upon as a certain funding source. Nonetheless, the City and property owners in the Planning Area can position themselves to secure grant funding based on the allocation criteria.
City Contributions	The City may contribute to certain public facilities to the extent funding is available. One finance tool available to public jurisdictions is the Enhanced Infrastructure Finance District (EIFD), a form of property tax increment financing.	Priority projects that could potentially be funded by the City should be included in the City's Capital Improvements Program (CIP). If property tax increment financing is utilized, the City will need to consider the fiscal impacts that might result.
Measure I Funds	Voters approved a 1/2 cent, 30-year general sales tax in 2016 to fund city infrastructure improvements and public safety services, which will generate around \$1.3 million on an annual basis.	Measure I funds can be applied to infrastructure and public safety services.

For financial planning purposes, it can be useful to evaluate the sources of funding and financing that are considered to have high potential for the Belmont Village Specific Plan and the types of improvements for which those sources are likely to be targeted. Table 7-2 identifies some of these sources, recognizing that the ultimate strategy for funding will depend upon a variety of factors not completely known at this time, including the timing of improvements and the extent infrastructure phasing may be possible. It is advisable to consider a wide range of funding and financing tools and to have contingencies in place if certain funding sources prove not available.

**Table 7-2: High Potential Funding and Financing Sources**

Improvements	Measure 1	Impact Fees	Developer Direct Funding	Government Grants	CFD/EIFD District	Landscaping & Lighting District	City Contributions (CIP)
Ralston Avenue Corridor Segments 1 and 2 Improvements	X	X		X	X		X
Other Circulation Improvements	X	X	X	X	X	X	X
Storm Drain System	X	X			X		X
Sanitary Sewer		X	X		X		X
Water							
Parks & Open Space		X	X		X	X	X
Public Safety	X	X	X	X	X		X

## ALLOCATION OF COSTS

Because the Specific Plan public improvements will be beneficial to all or most future development in the Planning Area, it is appropriate that some portion of the costs to build out the public improvements be shared among future development according to a fair share allocation of benefit. The following table (7-3) outlines a fair share cost allocation methodology that can be used to allocate costs for purposes of new development impact fees.

**Table 7-3: Allocation Methodology for Public Infrastructure Costs**

Public Improvement Type	Basis for Allocation
Roadway Improvements	Average Daily Trips (ADTs) generated from Proposed Development
Streetscape Improvements	Average Daily Trips (ADTs) generated from Proposed Development
Parks & Open Space	Resident equivalents from Proposed Development
Sewer	Gallons/Day Usage from Proposed Development
Water	Gallons/Day Usage from Proposed Development
Storm Drain	Impervious Area of Proposed Development
Planning Study Costs	Resident equivalents from Proposed Development

## 7.3 IMPLEMENTATION MEASURES

Implementation measures are outlined in Table 7-4, including the party responsible for action and the estimated timeframe for completion, though as market conditions may change in the future, actual phasing may differ. Because the timing of future projects in the Planning Area is subject to outside market forces, the Specific Plan has been designed to be a flexible regulatory tool adaptable to changes in market conditions and sequencing of development. It is expected that full implementation of the Specific Plan will take up to 15 years or more.



Table 7-4: Implementation Plan

Implementation Measure	City Department or Public Agency Responsible for Action	Timeframe
<b>Community Development and Zoning Regulations</b>		
Adopt and implement a lot consolidation program to encourage and allow for the assembly of multiple continuous parcels, including through use of development incentives such as density bonuses.	Community Development Department	1 – 5 years
Adopt and implement a small lot development program for parcels less than 12,000 square feet in size in the Village. The program should identify modifications to development standards that may be made by project proponents without causing substantial adverse impacts on adjoining properties.	Community Development Department	1 – 5 years
Continue to implement affordable housing programs as outlined in the most recently adopted Housing Element.	Finance & Community Development Departments	Ongoing
<b>Potential Funding Sources:</b> General Fund		
<b>Public Facilities, Utilities, and Services</b>		
<b>Public Safety</b>		
Add staff and equipment to the Police Department to serve new development as needed.	Police Department	Ongoing as needed, as development progresses
Acquire additional emergency response equipment, add staff, and provide fire flow capacity to serve new development as needed.	Fire Department	Ongoing as needed, as development progresses
<b>Potential Funding Sources:</b> TBD		
<b>Sanitary Sewer</b>		
Upsize pipeline segments in the primary collector sewers along Masonic Way and Hiller Street to the north of Ralston Avenue:	Public Works	As redevelopment of the Village Core occurs
Masonic Way – 420 linear feet		
Hiller Street – 1,255 linear feet		
Upsize Shoreway Pump Station.	Public Works	TBD
<b>Potential Funding Sources:</b> Impact Fees, CFD/EIFD District, City Contributions (CIP), Measure I		
<b>Potable Water</b>		
For potable water system, upgrade water lines:	Mid Peninsula Water District	As redevelopment of the Village Core occurs
Sixth Avenue from Hill Street to O'Neill Avenue		
O'Neill Avenue from Sixth Avenue to El Camino Real		
Old County Road from Masonic Way to Harbor Boulevard		
Ralston Avenue from Old County Road to Elmer Street		
<b>Potential Funding Sources:</b> Impact Fees, CFD/EIFD District, City Contributions (CIP), Measure I		
<b>Storm Drain System</b>		
For stormwater system, upgrade Box Culvert between O'Neill Avenue and Civic Lane (with a 10x6 Box Culvert).	Public Works	1-5 years

**Table 7-4: Implementation Plan**

Implementation Measure	City Department or Public Agency Responsible for Action	Timeframe
For stormwater system, replace El Camino Real segment.	Public Works	5-10 years
Remove Existing Pipe – 1,225 linear feet		
Add Reinforced Concrete Pipe – 24”, 350 linear feet		
Add Reinforced Concrete Pipe – 30”, 875 linear feet		
Improve Flap Gate		
For stormwater system, replace Hiller Street segment.	Public Works	5-10 years
Remove Existing Pipe – 650 linear feet		
Add Reinforced Concrete Pipe – 24”, 250 linear feet		
Add Reinforced Concrete Pipe – 30”, 400 linear feet		
Potential Funding Sources: Impact Fees, CFD/EIFD District, City Contributions (CIP), Measure I		
Other Utilities		
Underground utilities and remove utility poles on Old County Road	Public Works	10 – 20 years and/or as redevelopment occurs
Potential Funding Sources: CFD/EIFD District, City Contributions (CIP), Measure I		
Parks and Open Space		
Develop central plaza along the Fifth Avenue Extension in a place TBD between Ralston and O’Neill Streets.	Public Works	TBD
Potential Funding Sources: Impact Fees, Developer Direct Funding, CFD/EIFD District, Landscaping & Lighting District, City Contributions (CIP)		
Mobility		
Fifth Avenue Extension		
Extend Fifth Avenue between Waltermire Street and Ralston Avenue as specified in Policy 3.2-6.	Public Works, Private Development	As redevelopment of the Village Core occurs
Extend Fifth Avenue between Ralston Avenue and Flashner Lane as specified in Policy 3.2-6.	Public Works, Private Development	As redevelopment of the Village Core occurs
Complete other Fifth Avenue improvements as specified in Policy 3.2-9.	Public Works	As redevelopment of the Village Core occurs
Create a new intersection at Fifth Avenue and Ralston Avenue as specified in Policy 3.2-30.	Public Works	5 – 10 years or as redevelopment of the Village Core occurs
Caltrain Undercrossing		
Conduct a feasibility study for the proposed O’Neill Avenue tunnel, as specified in Policy 3.2-25. The study should determine if there is adequate width and sufficient clearance for bicyclists and pedestrians in an at-grade tunnel under the existing elevated berm for the Caltrain, or if excavation will be necessary below grade to ensure sufficient clearance and width for bicyclists and pedestrians with the new tunnel. The feasibility study should identify any potential impacts to existing private properties and consider right of way acquisition options.	Public Works, Community Development	5 – 10 years

**Table 7-4: Implementation Plan**

Implementation Measure	City Department or Public Agency Responsible for Action	Timeframe
Construct a new railroad undercrossing at O'Neill Avenue for pedestrians and bicyclists as specified in Policy 3.2-25.	Public Works, Joint Powers Board	10 – 20 years
<b><i>El Camino Real Crossings</i></b>		
Add grade separated multi-use path to Caltrain station along the east side of El Camino Real as specified in Policy 3.2-11.	Public Works, Caltrans, Joint Powers Board	1 – 5 years
Complete improvements to the El Camino Real and Ralston Avenue intersection as specified in Policy 3.2-31.	Public Works, Caltrans	1 – 5 years
Complete intersection improvements at the intersection of Hill Street and El Camino Real as specified in Policy 3.2-26.	Public Works	5 – 10 years
Make intersection improvements at the intersection of Emmett Street and El Camino Real as specified in Policy 3.2-27.	Public Works, Caltrans	5 – 10 years
Complete intersection improvements at O'Neill Avenue and El Camino Real as specified in Policy 3.2-36.	Public Works, Caltrans	5 – 10 years
Complete other improvements as needed to El Camino Real as specified in Policy 3.2-11.	Public Works, Caltrans	Ongoing
<b><i>Other Circulation Improvements</i></b>		
Create off-street shared path on west side of Old County Road between Masonic Way and Ralston Avenue as specified in Policy 3.2-12.	Public Works	1 – 5 years
Make improvements to Ralston Avenue corridor as specified in Policy 3.2-19.	Public Works	1 – 5 years
Complete improvements to the Ralston Avenue and Sixth Avenue intersection as specified in Policy 3.2-29.	Public Works	1 – 5 years
Make intersection improvements to the Ralston Avenue and Old County Road intersection as specified in Policy 3.2-32.	Public Works	1 – 5 years
Complete improvements to the Elmer Street and Ralston Avenue intersection as specified in Policy 3.2-33.	Public Works	1 – 5 years
Make intersection improvements to the Ralston Avenue and Hiller Street intersection as specified in Policy 3.2-35.	Public Works	1 – 5 years
Complete a parking management and pricing plan as specified in Policy 3.5-1 and Policy 3.5-2. It should determine parking minimums and maximums for each land use, appropriate on-street parking prices, off-street parking prices, and smart parking strategies.	Finance, Police, Public Works	1 – 5 years
Make improvements to Twin Pines Lane as specified in Policy 3.2-3.	Public Works	5 – 10 years
Make improvements to Old County Road as specified in Policy 3.2-12.	Public Works	5 – 10 years
Complete improvements to Masonic Way as specified in Policy 3.2-17.	Public Works	5 – 10 years
Make intersection improvements to the Ralston Avenue ("Little Ralston" Avenue) and Granada Street intersection as specified in Policy 3.2-35.	Public Works	5 – 10 years
Conduct a bike share feasibility study to determine if bike share is appropriate for this area and to determine appropriate locations for stations if so.	Community Development, Public Works	5 - 10 years
Create a Transportation Demand Management (TDM) Program, as specified in Policy 3.4-1. It should include a Transportation Management Association (TMA), run by the City or a third party entity, to implement and administer the TDM program.	Community Development, Public Works	5 - 10 years

**Table 7-4: Implementation Plan**

Implementation Measure	City Department or Public Agency Responsible for Action	Timeframe
Complete Sixth Avenue improvements as specified in Policy 3.2-4.	Public Works	As redevelopment of the Village Core occurs
Complete improvements to Hill Street as specified in Policy 3.2-14.	Public Works	As redevelopment of the Village Core occurs
Extend Flasher Lane to be a Complete Street between Sixth Avenue and El Camino Real as specified in Policy 3.2-15 and Policy 3.2-16.	Public Works, Private Development	As redevelopment occurs
Extend Emmett Street from Sixth Avenue to Twin Pines Lane as specified in Policy 3.2-20.	Public Works	As redevelopment of the Village Core occurs
Complete improvements to Emmett Street between Sixth Avenue and El Camino Real as specified in Policy 3.2-21.	Public Works	As redevelopment of the Village Core occurs
Make improvements to Waltermire Street as specified in Policy 3.2-22.	Public Works	As redevelopment of the Village Core occurs
Complete improvements to O'Neill Avenue as specified in Policy 3.2-23.	Public Works	As redevelopment of the Village Core occurs
Complete intersection improvements at the intersection of Emmett Street and Sixth Avenue as specified in Policy 3.2-28.	Public Works	As redevelopment of the Village Core occurs
Improve bus stops in the Planning Area as specified in Policy 3.3-1.	Public Works, SamTrans	Ongoing
Construct a public parking garage in the Village Core.	Community Development, Public Works, partnership with private development	See discussion in next section
<b>Potential Funding Sources:</b> Impact Fees, Developer Direct Funding, Government Grants, CFD District, Landscaping & Lighting District, City Contributions (CIP), Measure I		



## PARKING GARAGE BENEFITS AND FUNDING SOURCES

Given that the provision of a public parking garage serving the Village Core is a critical component of realizing the vibrant, pedestrian-oriented development envisioned by the Specific Plan, benefits and funding sources are identified below. Centralized parking garages have been used by jurisdictions throughout California to address several downtown objectives:

- Increase parking inventory in cases where parking demand exceeds supply;
- Provide centralized facilities that are easy to locate and access for patrons and employees throughout the downtown;
- Reduce trip counts and improve pedestrian experience and access by employing a “park once” strategy;
- If the new garage is paired with paid parking or strict time limits, increase parking turnover and availability; and
- In Belmont’s case, alleviate some of the traffic flow problems associated with accessing existing surface parking lots along Ralston Avenue.

Belmont Village would benefit from a comprehensive parking strategy involving new parking facilities; modified parking standards for new development; increased emphasis on shared parking; public transit, bicycling, and car sharing services; improved signage and wayfinding, and strategies to reduce demand such as through a Transportation Demand Management (TDM) program. Given the close proximity of the Belmont Caltrain Station and the El Camino Real corridor, strategies to increase public transit ridership could help significantly reduce overall parking demand as well.

One of the challenges of developing a new parking garage in Belmont Village is identifying a suitable site. The site must be large enough to efficiently accommodate a parking garage while at the same time being located within convenient walking distance of all or most of the Village Core. For example, if Safeway were to eventually rebuild its store and replace existing surface parking with rooftop or podium parking, a portion of the existing Safeway parking lot would be an appropriate site for a future public garage.

## Development Costs

The costs to develop a new parking garage will depend upon a number of variables including land acquisition costs, number of garage floors and spaces, project design and dimensions, architectural features, and exterior finishes. Depending on such variables, a garage with 250 spaces may cost approximately \$9-\$10 million to build in 2017 dollars, not including land costs.

## Potential Funding Sources for Structured Parking

The construction of public parking garages today generally requires the layering of multiple funding sources. The following are some of the most common funding sources for new garage construction:

- **Parking Charges (garage charges and meters)** – While there is no charge for parking in downtown Belmont today, paid parking may be supportable by the market at a future point in time. Paid daytime parking already exists in some San Mateo County downtowns, although rates are relatively nominal today (see Table 7-5). An effective paid parking program will require the collective buy-in of downtown property owners and merchants.
- **Parking In-Lieu Fees** – Parking in-lieu fees are fees paid by new development projects that enable projects to build less than the amount of parking required in the Zoning Ordinance. Instead of incurring the high cost of building parking as part of a new development project, a parking in-lieu fee would instead be paid into a fund to construct new parking facilities in the future. One challenge to this approach is that it takes time to accrue sufficient in-lieu fee revenue to support new facilities. For this reason, in-lieu fees are typically not the primary source of funding for new parking projects. Caution should also be exercised to not discourage payment of the in-lieu fee by setting the fee too high.
- **Assessment Districts** – In some downtowns, property owners and merchants will agree to pay an ongoing assessment (through a Business Improvement District, Parking Benefit District, or other mechanism), the revenues from which can be used to pay for new parking facilities. In order for property owners and merchants to do so, a clear and tangible nexus must be established between the assessments paid and the benefits received.
- **Public-Private Partnerships** – Public parking facilities can sometimes be achieved through partnerships between the City and a private developer. For example, public parking is one of a variety of

community benefits that potentially could be achieved through a new downtown development project in exchange for the value of higher densities or other building concessions.

- **Retail Space Rent** – Some parking garages in downtown settings have retail spaces in the ground floor in order to maintain activity along the street frontages. Tenant rents from such retail spaces could represent another ongoing funding source in Belmont.
- **Future Governmental Grant Programs** – Public parking grant programs were routinely offered by regional air quality management agencies and other governmental entities, though funding for these programs is now limited. Belmont could position itself to secure future grants by developing a comprehensive downtown parking plan and lining up other funding sources.
- **General Fund** – City General Fund monies can be used to fund any remaining funding gaps after all other available sources have been secured.

Parking revenues are generally held in a downtown parking district fund. By doing so, it is assured that the parking revenues generated within the district boundaries are used to address the specific parking needs within those boundaries. Once an ongoing stream of parking revenues is established, the upfront costs to build a new facility can also be financed with debt. Parking revenue bonds are a common method of debt financing, while general obligation bonds and certificates of participation are other alternatives.

**Table 7-5: Public Improvements**

City	Paid Parking	Parking Types	Hourly Parking Rates <sup>1</sup>
San Mateo	Yes	Street meters, lots, garages	\$1.00/hr. Central <sup>2</sup> \$.50/hr. Perimeter
Redwood City	Yes	Street meters, lots, garages	\$1.00/hr. Central <sup>2</sup> . \$2.50/hr. Central eve. <sup>3</sup> \$0.25/hr. Perimeter <sup>2</sup>
Burlingame	Yes	Street meters, lots	\$1.00/hr. 1st hr. Central <sup>2</sup> , \$2.00/hr. 2nd hr. Central \$1.00/hr. Perimeter
South San Francisco	Yes	Street meters, lots, garages	\$1.00/hr. Central <sup>2</sup> \$0.75/hr. Perimeter <sup>2</sup>
Menlo Park	Yes	Lots only	\$1.00/hr. after 2 hrs.
San Carlos	No		
Millbrae	No		
San Bruno	No		

**Notes:**

1. Parking is free on evenings and Sundays in all districts unless otherwise noted. Long term rates not included.
2. Central parking is generally located along the main commercial corridor; perimeter parking is off the main corridor.
3. Free with validation.

*Source: Downtown parking maps and fees schedules of subject cities.*

## NEXT STEPS IN SPECIFIC PLAN IMPLEMENTATION

The following outlines some of the key implementation steps necessary for the City to ensure that the Specific Plan infrastructure improvements are delivered in a timely manner and to promote Belmont Village as a special destination for both the local community and the larger region alike.

The following are recommended immediate implementation steps:

- Prepare required nexus studies for the adoption of development impact fees targeted to the construction of public infrastructure.
- Continue focus on City facilitation of entitlements, and, where appropriate, funding of development on City-owned properties.
- Consider engagement of a developer to work with City staff in achieving development on the City-owned properties to augment as necessary.
- Investigate further the pros/cons of, and potential to secure, a property owner vote to create a Community Facilities District or other assessment district.

In addition, it is recommended City staff be assigned to:

- Work in a collaborative fashion with property owners to encourage property reinvestment through regulatory flexibility and other means.
- Expand marketing and branding efforts that establish Belmont Village as a unique regional destination.
- Encourage collaboration among property owners and merchants to address issues of common interest, including downtown parking availability, streetscape improvements, circulation, signage, security, etc.
- Manage funding, phasing, and construction of public improvements identified in the CIP that pertain to Belmont Village.
- Monitor any significant changes subsequently made in land use intensities within the Planning Area, and if additional infrastructure needs are identified, and update the financing plan as necessary.